



# Project Management Office

## Business Case Checklist

## 1.0 Business Case Identification:

- ☐ Is at least one Business Case Point of Contact (POC) listed for each impacted organization?
- ☐ Is the Business Case POC for an organization approved by the Director of that organization to appropriately represent his/her organization as it relates to the development of this Business Case?
- ☐ Are all fields completed?

## 2.0 Executive Summary:

- ☐ Is a summary of the 'Business Problem/Need' section included?
- ☐ Is a summary of the 'Project/Initiative Objectives' section included?
- ☐ Is the 'Description' of the 'Recommended Solution' included?
- ☐ Is the total cost in dollars (for Development and Operations) from the 'Recommended Solution' section included?
- ☐ Is the total tangible benefit in dollars from the 'Recommended Solution' section included?
- ☐ Is the 'Anticipated Project Start Date' from the 'Recommended Solution' section included?
- ☐ Is the 'Estimated Implementation Timeframe' from the 'Recommended Solution' section included?
- ☐ Does the information in this section provide a good summary of the information contained within the Business Case?

## 3.0 Business Need/Problem:

- ☐ Was the information for this section initially copied from the PIR?
- ☐ Is any additional information available now that was not available during the PIR? If so, has it been incorporated?
- ☐ Is the current problem well documented?
- ☐ Are there any specific economic factors that are driving the timing of this project?
- ☐ Are there any specific technological factors that are driving the timing of this project?
- ☐ Are statistics included that help to document the current problem?
- ☐ Is the rationale for why GTA must 'correct' the problem well documented?
- ☐ Was research using at least one Industry Analyst (e.g. Gartner, Forrester, etc.) conducted?
- ☐ Was research of other states conducted?
- ☐ Was research of Best Practices conducted?
- ☐ Are statistics included that help to document current trends?

- ☐ Is the 'broad picture' of the problem/solution considered (e.g. understanding the full 'value chain')?
- ☐ Is the strategic importance to GTA clearly documented?
- ☐ Does this have the potential to be a new service or product and if so, how?
- ☐ Does this replace an existing service or product and if so, how will the replacement be transitioned in and the old version removed?
- ☐ Are the people/organization ready and able to accommodate any potential changes?
- ☐ Is any political justification documented (e.g. name the specific political personnel who are supporting this project)?
- ☐ Is there any specific legal mandate that will be addressed by this project (e.g. name the specific mandate)?
- ☐ Who are the customers (internal and external) that will be impacted by this project? How will they be impacted?

#### 4.0 Project Objectives:

- ☐ Was this information initially copied from the PIR?
- ☐ Is any additional information available now that was not available during the PIR? If so, has it been incorporated?
- ☐ Are the objectives well documented at the appropriate level of detail (e.g.: 'ability to support the solution without vendor support within 3 months of implementation', 'improve efficiency of the process by 20% as a result of eliminating non-value added steps', 'ability to justify, prioritize, approve or decline, and schedule approved initiatives and projects based upon an agreed upon approach and criteria that ensure alignment with strategic objectives', 'provide for proactive identification of potential risks to GTA by leveraging the analytical power of the decision support architecture and design', etc)?
- ☐ Are there objectives related to 'People'?
- ☐ Are there objectives related to 'Processes'?
- ☐ Are there objectives related to 'Technology'?
- ☐ Are there objectives related to 'Communication'?
- ☐ Are at least some of the objectives clearly supporting GTA's mission, vision, and strategies?

#### 5.0 Recommended Solution:

Description:

- ☐ Does the description identify at a high level the chosen solution (e.g. 'enhance existing systems', 'implement a package solution', etc)?

Scope:

- ☐ Is the scope clearly stated?
- ☐ Does the text clearly include what is and what is not contained within the scope?

- ☐ Does the scope just repeat information that is included in the 'Project Objectives' section above and the 'Approach' field below?

Approach:

- ☐ Does the text clearly describe the approach for the project?
- ☐ Have other projects successfully used this approach before?
- ☐ Are the appropriate 'phases' identified?
- ☐ Does each phase contain the appropriate high level tasks that will occur during the phase (e.g. 'conducting focus groups to obtain business requirements', 'developing conceptual designs for parts of the architecture', 'developing the online portion of the application', 'planning and conducting unit testing', 'planning and conducting system testing', etc.)?

Impact:

- ☐ Was this information initially copied from the PIR?
- ☐ Are there impacts related to 'People'?
- ☐ Are there impacts related to 'Processes'?
- ☐ Are there impacts related to 'Technology'?
- ☐ Is each impact defined to the appropriate level of detail to thoroughly understand the impact (e.g. for the 'People' category – 'new skills required for existing personnel', 'role description changes', 'new positions required', 'positions removed', 'cultural changes to the organization', etc.)?
- ☐ Do the impacts consider all organizations with GTA?
- ☐ Does each impact identify appropriate mitigation approaches to adequately minimize the degree of impact (e.g. 'on the job training with the vendor by "pairing" an internal resource with the vendor resource on each task', 'knowledge transfer training sessions conducted by the vendor', 'third party training classes', etc.)?

Anticipated Project Start Date:

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the start date less than 3 months in the future? If so, does the justification of an 'urgent' request contain enough detail to allow the reviewers to understand the rationale for the 'urgency'?

Estimated Implementation Timeframe:

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the timeframe appropriate based upon the staffing levels?
- ☐ Is the timeframe appropriate based upon other projects in the GTA portfolio?

**Timeline/Milestones/Project Schedule:**

- ☐ Do the start date and end date for each milestone appropriately consider the 'Anticipated Project Start Date' and 'Estimated Implementation Timeframes'?
- ☐ Are all of the critical milestones identified?
- ☐ Are the milestone start and end dates appropriate given anticipated relationships between milestones?

**Constraints:**

- ☐ Are all known constraints identified?

**Assumptions:**

- ☐ Are all known assumptions identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefit Description:**

**Tangible Benefits:**

- ☐ Are all tangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?

**Intangible Benefits:**

- ☐ Are all intangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?

**Summary of Financial Information:**

**Costs Summary:**

- ☐ Are the costs correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to costs identified?

- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefits Summary:**

- ☐ Are the benefits correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to benefits identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Net Benefit:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

**Benefit/Cost Ratio:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

**6.0 Risks/Critical Dependencies:**

- ☐ Was this information initially copied from the PIR?
- ☐ Are the key risks and critical dependencies identified?
- ☐ Do the key risks and critical dependencies consider all activities and organizations within GTA?
- ☐ Are risks and critical dependencies related to the assumptions (general, cost, benefit) identified?
- ☐ For each risk and critical dependency are high level steps identified that can be used to mitigate the impact to the project?

**7.0 Comments:**

- ☐ Are any of the comments listed here more appropriately related to another section?

**8.0 Purchase Plan:**

- ☐ Are comments related to the purchase plan appropriate and clearly stated?

**9.0 Appendix A – Signoff Sheet:**

- ☐ Is the Owning Business organization appropriately identified?
- ☐ Has the Director of the Owning Business Organization approved and signed the Business Case?

- ☐ Is each other GTA organization appropriately identified?
- ☐ Has the Director of each of the other GTA organizations approved (or identified his/her organization as not affected by this business case) and signed the Business Case?

## 10.0 Appendix B – Alternative Approaches – Approach 1:

NOTE: THESE ARE THE SAME ITEMS AS IN THE 'RECOMMENDED SOLUTION'

Description:

- ☐ Does the description identify at a high level the chosen solution (e.g. 'enhance existing systems', 'implement a package solution', etc)?

Scope:

- ☐ Is the scope clearly stated?
- ☐ Does the text clearly include what is and what is not contained within the scope?
- ☐ Does the scope just repeat information that is included in the 'Project Objectives' section above and the 'Approach' field below?

Approach:

- ☐ Does the text clearly describe the approach for the project?
- ☐ Have other projects successfully used this approach before?
- ☐ Are the appropriate 'phases' identified?
- ☐ Does each phase contain the appropriate high level tasks that will occur during the phase (e.g. 'conducting focus groups to obtain business requirements', 'developing conceptual designs for parts of the architecture', 'developing the online portion of the application', 'planning and conducting unit testing', 'planning and conducting system testing', etc.)?

Impact:

- ☐ Was this information initially copied from the PIR?
- ☐ Are there impacts related to 'People'?
- ☐ Are there impacts related to 'Processes'?
- ☐ Are there impacts related to 'Technology'?
- ☐ Is each impact defined to the appropriate level of detail to thoroughly understand the impact (e.g. for the 'People' category – 'new skills required for existing personnel', 'role description changes', 'new positions required', 'positions removed', 'cultural changes to the organization', etc)?
- ☐ Do the impacts consider all organizations with GTA?
- ☐ Does each impact identify appropriate mitigation approaches to adequately minimize the degree of impact (e.g. 'on the job training with the vendor by "pairing" an internal resource with the vendor resource on each task', 'knowledge transfer training sessions conducted by the vendor', 'third party training classes', etc)?

**Anticipated Project Start Date:**

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the start date less than 3 months in the future? If so, does the justification of an 'urgent' request contain enough detail to allow the reviewers to understand the rationale for the 'urgency'?

**Estimated Implementation Timeframe:**

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the timeframe appropriate based upon the staffing levels?
- ☐ Is the timeframe appropriate based upon other projects in the GTA portfolio?

**Timeline/Milestones/Project Schedule:**

- ☐ Do the start date and end date for each milestone appropriately consider the 'Anticipated Project Start Date' and 'Estimated Implementation Timeframes'?
- ☐ Are all of the critical milestones identified?
- ☐ Are the milestone start and end dates appropriate given anticipated relationships between milestones?

**Constraints:**

- ☐ Are all known constraints identified?

**Assumptions:**

- ☐ Are all known assumptions identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefit Description:**

**Tangible Benefits:**

- ☐ Are all tangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?



**Intangible Benefits:**

- ☐ Are all intangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?

**Summary of Financial Information:**

**Costs Summary:**

- ☐ Are the costs correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to costs identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefits Summary:**

- ☐ Are the benefits correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to benefits identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Net Benefit:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

**Benefit/Cost Ratio:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

## **11.0 Appendix B – Alternative Approaches – Approach 2:**

NOTE: THESE ARE THE SAME ITEMS AS IN THE 'RECOMMENDED SOLUTION'

**Description:**

- ☐ Does the description identify at a high level the chosen solution (e.g. 'enhance existing systems', 'implement a package solution', etc)?

**Scope:**

- ☐ Is the scope clearly stated?
- ☐ Does the text clearly include what is and what is not contained within the scope?
- ☐ Does the scope just repeat information that is included in the 'Project Objectives' section above and the 'Approach' field below?

Approach:

- ☐ Does the text clearly describe the approach for the project?
- ☐ Have other projects successfully used this approach before?
- ☐ Are the appropriate 'phases' identified?
- ☐ Does each phase contain the appropriate high level tasks that will occur during the phase (e.g. 'conducting focus groups to obtain business requirements', 'developing conceptual designs for parts of the architecture', 'developing the online portion of the application', 'planning and conducting unit testing', 'planning and conducting system testing', etc.)?

Impact:

- ☐ Was this information initially copied from the PIR?
- ☐ Are there impacts related to 'People'?
- ☐ Are there impacts related to 'Processes'?
- ☐ Are there impacts related to 'Technology'?
- ☐ Is each impact defined to the appropriate level of detail to thoroughly understand the impact (e.g. for the 'People' category – 'new skills required for existing personnel', 'role description changes', 'new positions required', 'positions removed', 'cultural changes to the organization', etc.)?
- ☐ Do the impacts consider all organizations with GTA?
- ☐ Does each impact identify appropriate mitigation approaches to adequately minimize the degree of impact (e.g. 'on the job training with the vendor by "pairing" an internal resource with the vendor resource on each task', 'knowledge transfer training sessions conducted by the vendor', 'third party training classes', etc.)?

Anticipated Project Start Date:

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the start date less than 3 months in the future? If so, does the justification of an 'urgent' request contain enough detail to allow the reviewers to understand the rationale for the 'urgency'?

Estimated Implementation Timeframe:

- ☐ Was this information initially copied from the PIR?
- ☐ Does the information need to be updated?
- ☐ Is the timeframe appropriate based upon the staffing levels?

- ☐ Is the timeframe appropriate based upon other projects in the GTA portfolio?

Timeline/Milestones/Project Schedule:

- ☐ Do the start date and end date for each milestone appropriately consider the 'Anticipated Project Start Date' and 'Estimated Implementation Timeframes'?
- ☐ Are all of the critical milestones identified?
- ☐ Are the milestone start and end dates appropriate given anticipated relationships between milestones?

Constraints:

- ☐ Are all known constraints identified?

Assumptions:

- ☐ Are all known assumptions identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefit Description:**

Tangible Benefits:

- ☐ Are all tangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?

Intangible Benefits:

- ☐ Are all intangible benefits identified?
- ☐ Do the benefits consider all impacted organizations?
- ☐ For each benefit, is the method for measuring the benefit relevant to the benefit and clearly stated?
- ☐ For each benefit, is the current value of the measurement available?
- ☐ For each benefit, is the expected value of the measurement available?
- ☐ For each benefit, is the timeframe realistic on when the benefit will be realized?

**Summary of Financial Information:**

Costs Summary:

- ☐ Are the costs correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to costs identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Benefits Summary:**

- ☐ Are the benefits correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?
- ☐ Are all known assumptions related to benefits identified?
- ☐ Based on the assumptions, are there Risk/Critical Dependencies identified?

**Net Benefit:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

**Benefit/Cost Ratio:**

- ☐ Is the information correctly copied from the information in 'Appendix C – Cost/Benefit Analysis Workbook'?

**12.0 Appendix C – Cost/Benefit Analysis Workbook:**

- ☐ Is the information contained within the workbook summarized from a cost/benefit detailed workbook developed to support the Business Case?
- ☐ Do the development costs consider all impacted organizations?
- ☐ Do the operations costs consider all impacted organizations?
- ☐ Did a representative from each of the impacted organizations provide cost information that was summarized into the workbook?
- ☐ Do the operations costs consider 5 years after the implementation of the project?
- ☐ Do the benefits agree with the tangible benefits contained within the other sections of the Business Case?
- ☐ Are the dollars associated with each benefit realistic given the scope of the project and the ability to measure the benefit?
- ☐ Is the timing of realization of each benefit realistic given the scope of the project and the ability to measure the benefit?
- ☐ Has a resource from Budget reviewed and 'agreed to' the information contained within the workbook?

**13.0 Appendix D – Cost/Benefit Detail Workbook:**

- ☐ Has a resource from Budget reviewed and 'agreed to' the information contained within the workbook?

- ☐ For the development costs and for the operations costs, are the cost categories aligned with the GTA budget line items?
- ☐ Do the development costs and operations costs consider all impacted organizations?
- ☐ Are the FTE categories aligned with the categories from the expected sourcing organization?
- ☐ Is the FTE count for each FTE category realistic given the scope of the project and the estimated implementation timeframe?
- ☐ Did a representative from the expected sourcing organization supply the FTE categories and counts?
- ☐ Are standard factors associated with FTEs (average salary, fringe benefits) for a given skill category used in the calculations?
- ☐ Are standard factors associated with software/applications used in the calculations?
- ☐ Are standard factors associated with equipment used in the calculations?
- ☐ Are standard factors associated with training used in the calculations?
- ☐ Are standard factors associated with per diem and fees used in the calculations?
- ☐ Are standard factors associated with travel used in the calculations?
- ☐ Are standard factors associated with contracts used in the calculations?
- ☐ Are standard factors associated with support costs used in the calculations?
- ☐ Are standard factors associated with regular operating expenses used in the calculations?
- ☐ Are standard factors associated with facilities used in the calculations?